

BRIGADIER GENERAL PETER BYRNE
DIRECTOR OF JOINT STAFF AND JOINT TASK FORCE – CENTENNIAL
COMMANDER
COLORADO NATIONAL GUARD

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Thank you to the esteemed members of the National Commission on the Future of the Army for accepting my written testimony. The work of this commission is an important step to ensure informed decisions are made as we rebalance our force, and determine the future force structure of the United States Army. The Army National Guard is a full spectrum partner with the United States Army, but is also the Governor's military response force when his/her citizens are in need. As a three-time designated Dual Status Commander by the Secretary of Defense, I write to you today leveraging the knowledge and perspective gained in response to the Colorado Governor's request for defense support to civil authorities.

The first of three strategic pillars in the 2014 Quadrennial Defense Review is "Protect the homeland, to deter and defeat attacks on the United States and to support civil authorities in mitigating the effects of potential attacks and natural disasters." DOD has two priority missions stated in the 2013 Strategy for Homeland Defense and Defense Support of Civil Authorities, for its activities in the homeland; defend U.S. territory from direct attack by state and non-state actors, and provide assistance to domestic civil authorities in the event of natural or manmade disasters, potentially in response to a very significant or catastrophic event. The 2012 National Defense Strategy assigns "Defend the homeland and provide support to civil authorities" as one of the ten primary missions of the U.S. Armed Forces. The Army National Guard has demonstrated over the last decade that they are the force of choice to accomplish this vital national mission and that they are truly "always ready, always there". Regardless of the complexity or intensity of threat to our nation's citizens, Army National Guardsmen are on duty every day across the country, saving lives, reducing suffering, and protecting our nation's interests.

Also critical to DOD's support to civil authorities are the National Guard's "Essential Ten" capabilities. The "National Guard Essential Ten" capabilities have been identified based on historical requests for support coupled with existing MTOE structure and trained personnel across the nation. These capabilities fill shortfalls in the civilian response infrastructure and are in high demand during crisis. Unique and additive to this benefit are the nature of the individuals in our formations. I have seen firsthand that the combination of a robust chain of command and the ingenuity and experience that come from both civilian and military experiences make no crisis too severe and no problem too complex.

The Army National Guard not only responds to natural disasters, they are also the force of choice for emerging man-made threats in the homeland. Speed saves lives in all disasters, especially in emergencies that involve chemical, biological, radiological or nuclear threats. The National Guard's 57 WMD Civil Support Teams (CST), 17 CBRNE Enhanced Response Force Packages (CERFP), and 10 Homeland Response Forces (HRF) are the Governors' immediate response capability and must be maintained in a growing threat environment. The Army National Guard populates the majority of these response forces as

an additional responsibility to their state and nation. The National Guard Reaction Force (NGRF), postured in every state and territory, provides security and civil disturbance support to local law enforcement unique to soldiers in State Active Duty and Title 32 status.

Another important discussion point is the National Guard's role in the nation's tiered response system. In 2012 there were 112 major disaster, emergency, and fire management assistance declarations for incidents in 38 States and the District of Columbia. Although only eight of these incidents required DoD assistance in support of a lead Federal agency, Governors called on their National Guard forces to provide support to their State's response for almost all 112. In those circumstances when Governors believed that their State's resources would be exceeded, they requested assistance from other States through mutual aid and assistance agreements such as the Emergency Management Assistance Compact. Governors only requested federal assistance once other resources were unavailable. This response escalation is consistent with the federalist character of our nation and the tiered national response system.

The last decade's maturing military operations in the homeland expanded the communication and collaboration between the Army's components. The amendments to 10 USC 12304 enhanced the Dual Status Commander response as the usual and customary command and control arrangement when the Armed Forces and the National Guard are employed simultaneously in support of civil authorities in the United States. This is critical to successful unification of effort and command when DOD forces respond to crisis. Both federal and state chains of command are represented during the employment of military forces into the area, and most importantly, the tactical control of all military forces is unified under the DSC for effective and efficient support to the Incident Command. This also ensures that operational and strategic objectives are integrated within the DSC Joint Task Force to best support the affected state. My experience as a DSC reinforced the importance to continue development of the DSC construct for unity of effort and command to support civil authorities.

In closing, the Army National Guard is the military force of first choice for homeland operations. The fact they are so geographically disbursed allows us to respond within hours rather than days; minimizing loss of life and property. This rapid response was seen in the tragic wake of the fires and floods in Colorado. Americans trust the Army National Guard to always be ready and to always be there to provide safety and security. Flexibility, responsiveness, and cost savings to both our federal and state mission partners make the Army National Guard a value add for the United States Army and the United States of America.

Thank You